

CASE HANDLER EVALUATION FORM

Employee _____ Title: _____

Evaluator _____ Title: _____

Type of evaluation: Annual _____ Probationary _____

Date of last evaluation _____ Date of present evaluation _____

This evaluation is intended to measure performance; but more importantly, it is designed to assist the case handler in developing skills and pinpointing problems, so that performance can be improved. Thus, each question that follows has a scale to measure performance as follows: "excellent", "good", "satisfactory", "needs improvement", "unsatisfactory", and "not applicable".

Following this scale are two sections for comments [Explanation/improvement goals (for the evaluator) and "employee comments"]. The comments section is optional; however, both evaluator and employee are encouraged to make appropriate notes.

The Employee's Self Evaluation (Part III) should be completed by the employee being evaluated. Part III should be given to the employee at the time the Evaluation Process commences and reviewed by the Evaluator prior to the Evaluator completing Parts I and II.

Following the sections of evaluation questions is a conclusion, in which the evaluator has the opportunity to stress significant points, note specific goals, and comment on growth or improvement since the last evaluation. The employee in turn has an opportunity to make a reply, including discussion of his/her significant accomplishments, specific goals for improvement, and indication as to whether he/she agrees with the evaluation.

At the Evaluation Conference, the evaluation should be thoroughly reviewed and discussed. The Evaluator has an opportunity at this time to make recommendations concerning the goals statement, as well as develop a plan of action with respect to all aspects of job performance for the employee.

At the conclusion of the conference, the Employee and Evaluator shall sign the Evaluation Conference Completion Report indicating that the conference was held. You will note that there is no requirement that the employee concur in the recommendation or in the evaluation itself. The only requirement is that the conference be held.

The completed Evaluation Form and the written employee comments concerning the same, if any, should be forwarded to the Human Resources Director for filing in the employee's personnel file, after review by the Executive Director. Any comments noted on the form by the Executive Director will be shared with the employee. An evaluation is a confidential document and should be forwarded to the Director in a sealed envelope and marked confidential.

The Evaluation must be completed on all Probationary Employees at the conclusion of their first 90 days of employment. Three weeks prior to the end of the probationary period, the supervisor shall advise the Executive Director, in writing, whether they recommend permanent status for the employee. At a minimum, Evaluations shall be performed on permanent employees on an annual basis.

The topics covered in this evaluation are to be graded as follows:

Excellent (E)	Job performance consistently and significantly exceeds the position requirements and objectives. Exceptional achievement is demonstrated in key areas of responsibility.
Good (G)	Achievements make a meaningful contribution to organizational goals. Job performance is fully satisfactory.
Satisfactory (S)	All key assignments were accomplished. Job performance is fully satisfactory.
Needs Improvement- (NI)	Performance does not meet required standards. Generally achieves satisfactory results, but there is obvious room for improvement.
Unsatisfactory (U)	Failure to meet requirements of present job. Performance indicates deficiency which seriously interferes with attainment of expected results.
Not Applicable (NA)	Not applicable to this evaluation.

I. GENERAL WORK SKILLS AND BASIC PERFORMANCE CONSIDERATIONS

A. Communication Skills

1. Ability to communicate orally with staff and clients with clarity, precision and efficiency.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

2. Ability to prepare memoranda and briefs in a manner which does not require editing or rewriting.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

3. Ability to prepare legal memoranda and briefs which are substantively correct and thoroughly researched and well reasoned.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

4. Ability to draft letters and general correspondence in a manner which does not require editing and rewriting.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

5. Ability to expertly and concisely draft pleadings and motions.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

6. Effectiveness of presentation of oral argument before a court tribunal.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

B. Basic Performance Considerations

1. Equipment/Staff Utilization

- (a) Uses program equipment, resources and telephone services efficiently and for program purposes.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

- (b) Uses other staff time effectively and fairly, including law clerks, secretarial time and support services; adequately instructs and follows through on delegated tasks.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

2. Attendance: Comes to work faithfully and regularly, conforms to work hours promptly and volunteers for overtime.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

3. Participation and Cooperation

- a) Participates in and contributes to staff meetings and program projects.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

- b) Willingness to “pitch in” and assist other staff with casework, intake and/or other tasks.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

- c) Helps train less experienced staff; takes time and effort to work with new staff members to develop their skills.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

4. Job Knowledge:

- a) A measure of the information concerning work duties which an individual should have, evidencing complete mastery of all phases of the job.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

5. Adherence to Policy

- a) Knowledge and adherence to agency decision-making policy; does not commit program resources without proper authority.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

- b) Accepts and fits into the unique circumstances of legal services practice--frequent client contact, social work aspect, limited resources.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

6. Motivation:

a) Motivation and commitment to legal services.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

7. Comprehension:

a) Ability to quickly comprehend legal and factual issues.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

8. Creativity:

a) Continuously demonstrates imagination and new ideas for problem-solving and finding better ways to do things.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

9. Decision-making:

a) Ability to analyze a problem or issue, evaluate solutions, and arrive at the appropriate decision at minimum delay and based upon informed understanding and considers the possible effects of the solution.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

10. Planning, organization and time management:

a) The ability to assess needs, prioritize time and organize work effectively.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

11. Stress Management:

a) The ability to withstand and thrive under pressure and remain calm and solve crises.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

12. Interaction Management:

- a) The ability of the individual to establish goodwill, interact cooperatively, respectfully and courteously with all co-workers, including peers, subordinates and superiors.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

13. Productivity Improvement Contribution:

- a) Measures the suggestions and contributions the individual makes toward improving the productivity of the agency, in comparison with other employees with the same job responsibilities.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

14. Temperament

- a) Flexibility, patience and openness to advice/criticism.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

- b) Willingness to seek advice of supervisor, staff attorneys or other knowledgeable resources and follow through appropriately.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

14. Initiative and Drive:

- a) A measure of the motivation to set and attain high results or goals, and the ability to strive incessantly to follow through to achieve those ends.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

15. Independence

- a) A measure of the ability to work with a minimum of supervision.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

II. SPECIFIC CASE HANDLING ABILITIES

1. Maintains caseloads caseload commensurate with experience and management's expectation.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

2. Maintains case files and other records in an orderly and well-organized fashion. Files should include all pertinent and necessary information for follow-through in case of absence of primary case handler, (completed docket sheets, memos where appropriate, etc.).

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

3. Quality of Work: A general measure of the "correctness" of all work duties performed with an absolute minimum of supervision; is almost always accurate, precise and error free.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

4. Ability to act as an advocate for clients and satisfy client needs and concerns.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

5. Ability to conduct regular intake.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

6. Ability to communicate with clients in a manner which they understand, thereby permitting them to make informed decisions.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

7. Ability to empathize with clients; individual demonstrates a positive yet realistic attitude toward client goals and problems.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

8. Knowledge and utilization of community resources, referrals and PAI.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

9. Willingness to accept complex, challenging and/or difficult cases and handle them in a competent and professional manner.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

10. Ability to successfully accomplish significant litigation.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

11. Substantive knowledge of court rules and procedure and the proper application of same.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

12. Substantive knowledge of law and the ability to properly apply the law to the facts.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

13. Ability to develop appropriate litigation strategy for a given case.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

14. Ability to make an effective discovery plan for a given case.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

15. Ability to expertly prepare interrogatories.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

16. Skills in thoroughly deposing witnesses.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

17. Sufficiency, correctness and thoroughness of research.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

18. Adequacy in preparation for court appearances.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

19. Ability to conduct trials or evidentiary hearings.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

20. Negotiations skills.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

21. Ability to win attorney fees/costs for agency.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

22. Evaluates legal problems and solutions in terms of goals set by the Board of Directors; assesses impact of case on client and other low-income people.

_____ (E) _____ (G) _____ (S) _____ (NI) _____ (U) _____ (NA)

Explanation/Improvement Goal:

Employee Comment:

III. **EMPLOYEE'S SELF EVALUATION**

(To be completed by employee prior to completion by evaluation of Part I, Part II, and Part IV. Separate sheets may be attached.)

A. What major contributions did you make to the law firm during the year?

B. What job skills or abilities have you developed or improved upon during your appraisal period?

C. What responsibilities could be added to your job that would more fully utilize your skills and abilities?

- D. Indicate job related skills and abilities you must improve upon and suggestions for achieving the improvement.

- E. Describe other job interests you have and/or your employment goals.

- F. What skills and abilities, if any would you need to acquire or enhance in order to attain the goals described above.

- G. List Goals and Objectives for next evaluation period. (Not more than 10)

IV. GENERAL COMMENTS & GOALS

A. EVALUATOR'S COMMENTS: (Please comment on the strengths and weaknesses of this employee and the most significant aspects of the evaluation, the measure of growth since the last evaluation, the primary goals still to be achieved, and any other comments you deem appropriate).

[illegible]

GOALS:

- B. EMPLOYEE'S COMMENTS: (Stress accomplishments you have made, improvement you have shown, goals you still wish to achieve, and reply to the evaluation and evaluator's comments).

CONFERENCE

An Evaluation Conference was held on _____ between
 _____ (employee) and _____ (evaluator)
 to discuss the performance of the employee.

 Employee Initials

 Evaluator Initials

 Date

 Executive Director _____
 Name

 Date

6/00